

PART IV – SECTION L – INSTRUCTIONS, CONDITIONS, AND NOTICES TO OFFERORS

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L.1.0 POINT OF CONTACT

The Contracting Officer (CO) is the sole point of contact for this acquisition. All questions or concerns must be addressed to the CO indicated in this Request for Offer/Screening Information Request (RFO/SIR).

L.2.0 TYPE OF CONTRACT (FAA Clause 3.2.4-1)

The Government contemplates award in accordance with its Acquisition Management System (AMS) of a contract which will be a combination of the following: Cost-Plus-Fixed-Fee (CPFF), Cost-Plus-Incentive-Fee (CPIF), Firm-Fixed Price (FFP) and Time and Materials (T&M).

L.2.1 NAICS CODE, DESCRIPTION AND SIZE STANDARD

The North American Industry Classification System code for this acquisition is 541330 Engineering Services **Except Military and Aerospace Equipment and Military Weapons**. This industry comprises establishments primarily engaged in applying physical laws and principles of engineering in the design, development, and utilization of machines, materials, instruments, structures, processes, and systems. The assignments undertaken by these establishments may involve any of the following activities: provision of advice, preparation of feasibility studies, preparation of preliminary and final plans and designs, provision of technical services during the construction or installation phase, inspection and evaluation of engineering projects, and related services. The size standard is \$27 million.

L.3.0 CLAUSES AND PROVISIONS INCORPORATED BY REFERENCE

This RFO/SIR or contract, as applicable, incorporates by reference the provisions or clauses listed below with the same force and effect as if they were given in full text. Upon request, the CO will make the full text available, or Offerors and contractors may obtain the full text via Internet at <http://fast.faa.gov> (on this web page, select "toolsets", and then "procurement toolbox").

L.3.1 FAA AMS Clauses

The following contract clauses are hereby incorporated by reference.

| Number/Clause | Title |
|---------------|--|
| 3.1.7-4 | Organizational Conflict of Interest – SIR Provision (Feb 2009) |
| 3.2.2.3-1 | False Statements in Offers (July 2004) |
| 3.2.2.3-3 | Affiliated Offerors (July 2004) |
| 3.2.2.3-6 | Submittals in the English Language (July 2004) |
| 3.2.2.3-7 | Submittals in U.S. Currency (July 2004) |
| 3.2.2.3-11 | Unnecessarily Elaborate Submittals (July 2004) |
| 3.2.2.3-12 | Amendments to Screening Information Requests (July 2004) |
| 3.2.2.3-13 | Submission of Information/Documentation/Offers (July 2004) |
| 3.2.2.3-14 | Late Submissions, Modifications, and Withdrawals of Submittals (July 2004) |
| 3.2.2.3-16 | Restriction on Disclosure and Use of Data (July 2004) |
| 3.2.2.3-17 | Preparation of Offers (July 2004) |
| 3.2.2.3-18 | Explanation to Prospective Offerors (Feb 2009) |
| 3.2.2.3-19 | Contract Award (July 2004) |
| 3.9.1-3 | Protest (November 2002) |

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L.4.0 EVALUATION PROCESS

This is the only RFO/SIR the Government intends to issue for this acquisition. Offerors proposals will be evaluated in accordance with this solicitation, AMS Policy and Guidance and the Source Selection Plan.

L.4.1 Projected Milestone Schedule

The Government reserves the right to modify the following schedule:

| | |
|---|--------------------------|
| RFO/SIR Release | November 30, 2009 |
| Offeror Questions Related to this RFO/SIR | December 14, 2009 |
| Offeror Notification of Intent to Submit a Response | December 14, 2009 |
| Proposals Received | January 19, 2010 |
| Contract Award: | February 26, 2010 |

L.5.0 NUMBER OF AWARDS

The Government intends to award one contract as a result of this RFO/SIR.

L.6.0 SUBMISSION OF PROPOSAL

Offerors assume the full responsibility of ensuring that Proposal Volumes and all required Attachments are received at the places specified below by **3 p.m.**, Eastern Daylight Time, on **January 19, 2010**.

Facsimile or E-Mail submittals will not be accepted.

Proposals must not be submitted via U.S. Mail.

Each Offeror may submit only one proposal. The required number of hard copies and CDs must be hand-carried, delivered by courier, or by overnight delivery to the CO at the following address:

Ms. Katherine Williams, Contracting Officer, AJA-48
Federal Aviation Administration
600 Independence Avenue, Room 406
Washington, DC 20591
(202) 267-3669

Each Offeror must also submit an electronic version of their proposal. Upon Notification of Intent to Submit a Response each Offeror will be provided a web-based "drop-box" for their proposal. Each "drop-box" will be access restricted to ensure only the applicable Vendor and approved personnel have access.

L.6.1 Copies

The Offeror must submit twelve (12) hard copies each of Volumes I and II and six (6) hard copies of Volume III. All hardcopy bound proposal materials must be submitted together.

In addition to the hardcopy submissions, the Offeror must submit four (4) finalized CDs using Microsoft Office Professional Suite 2003. One (1) CD must contain Volumes I, II and III, one (1) CD must contain Volume I, one (1) CD must contain Volume II and one (1) CD must contain Volume III.

PART IV – SECTION L – INSTRUCTIONS, CONDITIONS, AND NOTICES TO OFFERORS**L.6.2 Signed Originals**

One copy of the proposal must contain the signed original of all documents requiring signature by the Offeror. Use of reproductions of signed originals is authorized for all other copies of the proposal.

L.6.3 Sample Contract

Sections A through J will be converted to a contract upon contract award. The Government reserves the right to include any provision of the Offerors proposal in the contract.

L.6.4 Alternate Proposals

Alternate proposals are not authorized and will not be accepted.

L.6.5 Discrepancies

If an Offeror believes that these instructions contain an error, omission, or are otherwise unsound, the Offeror must immediately notify the CO in writing with supporting rationale. If the CO is not notified of such discrepancies prior to proposal submission, it will be determined that there are no discrepancies.

L.7.0 DISPOSITION OF PROPOSALS

Proposals will not be returned, except for timely withdrawals.

L.8.0 GOVERNMENT FURNISHED INFORMATION

Government Furnished Information associated with this procurement may be accessed at http://www.faa.gov/about/office_org/headquarters_offices/ato/service_units/systemops/prog/tbfm/gfi/.

L.9.0 EXPENSES RELATED TO OFFEROR SUBMISSIONS

The Government is not responsible for and will not pay or reimburse any costs incurred by the Offeror in the development, submission or any other part of the offer under this RFO/SIR. This includes costs associated with any research, studies or designs carried out for the purpose of incorporation into any part of the offer. This also includes any costs to acquire or contract for any services or product relating to the offer under this RFO/SIR.

L.10.0 RESPONSIBLE PROSPECTIVE CONTRACTORS

Notwithstanding the evaluation methodology outlined in this RFO/SIR, the CO must also find an Offeror responsible prior to the award of any resultant contract. As a minimum, to be determined responsible a prospective Offeror must:

1. Have adequate financial resources to perform the contract, or the ability to obtain those resources;
2. Be able to comply with the required or proposed delivery or performance schedule, taking into consideration all other business commitments;
3. Have a satisfactory record of integrity and business ethics;
4. Have a satisfactory performance record.
5. Have the necessary organization, experience, accounting and operational controls; and
6. Be otherwise qualified and eligible to receive an award under applicable laws and regulations.

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L.11.0 COMMUNICATION WITH OFFERORS

Questions related to the RFO/SIR package must be submitted to the Government within seven (7) calendar days after release of this RFO/SIR. The purpose of such communications is to ensure there is mutual understanding between the Government and Offerors on all aspects of this procurement. Offerors must submit their questions using the Government web-based application – the following URL is provided:

http://www.faa.gov/about/office_org/headquarters_offices/ato/service_units/systemops/prog/tbfm/questions/

The Government will post official responses to all questions – the following URL is provided:

http://www.faa.gov/about/office_org/headquarters_offices/ato/service_units/systemops/prog/tbfm/responses/

Certain topics of communications may necessitate amendments to this RFO/SIR. If this is the case, all competing Offerors will be advised of the changes and the CO will establish a common cut-off date for any and all resulting Offeror revisions.

If the FAA decides to utilize support contractors during the communications process, then the Contracting Officer will notify Offerors in writing. The name of the company, personnel and FAA contract number will be provided.

L.12.0 NON-GOVERNMENT PERSONNEL PARTICIPATION

The Government utilized contractor support personnel in the development of this RFO/SIR and will utilize contractor support during proposal evaluation. In addition, the Government may have information provided in response to this acquisition reviewed by contractor support personnel who may serve as advisors to Government evaluation personnel during the evaluation phase of this acquisition. All non-Government personnel and their corporations have signed, or will sign, Non-Disclosure Agreements and Conflict of Interest statements before the evaluation process begins. Contractors supporting this RFO/SIR are shown in the table below:

| Company: |
|---|
| Aurora Sciences |
| CEXEC, Inc. |
| Computer Technology Associates (CTA) |
| Engility, Inc. |
| Enterprise Information Services (EIS) |
| Flatirons Solutions Corporation |
| Human Solutions Incorporated (HSI) |
| Jerry Thompson and Associates (JTA) |
| JIL Information Services |
| Logical Essence |
| The Mitre Company Center for Advanced Aviation System Development (CAASD) |
| Northrop Grumman, Information Technology, Inc. |
| Volpe |
| Cobec Consulting, Inc. |
| Enroute Science Corporation |

The exclusive responsibility for source selection remains with the Government

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L.13.0 GENERAL RFO/SIR INSTRUCTIONS

Offerors must notify the Government of their intent to respond to this RFO/SIR within seven (7) calendar days after the release date of this RFO/SIR. Proposals received from Offerors not having provided such notification will not be evaluated by the Government. Offerors must use the FAA web-based application to provide notice of intent to respond – the URL is provided below:

http://www.faa.gov/about/office_org/headquarters_offices/ato/service_units/systemops/prog/tbfm/intent/

L.13.1 General Guidelines

Upon receipt of Notification of Intention to Submit a Response the CO will assign a unique identifier for each Offerors proposal submission. Offerors are to use the unique identifier assigned by the CO when referring to their company within Volume I Technical proposal material only. PROPOSALS THAT DO NOT ADHERE TO THIS DIRECTION WILL NOT BE CONSIDERED.

Page size must be 8-1/2 by 11 inches. Proposal pages may be printed on both sides of plain white bond paper. The font for text must be twelve point or larger, six lines per inch and at least one inch margins all the way around. The font for graphics, illustrations, and charts are required to be eight point or larger. Charts prepared in either portrait or landscape style are required to be on 8-1/2 by 11 inch paper and can be prepared in any typeface easily readable. When both sides of a sheet of paper contain material, it will be counted as two (2) pages. One or two columns of text information per page are acceptable.

Proposal Volumes must contain comprehensive, concise, and factual information and complete and substantiated data. General statements such as: "the Offeror understands the requirements of the work to be performed" or simple rephrasing or restating of the Government's requirements will not be considered adequate. Similarly, submittals containing omissions or incomplete responses to the requirements of this RFO/SIR, or that merely paraphrase Section C of the RFO/SIR, or that use nonspecific phrases such as "in accordance with standard procedures" or "well-known techniques" will also be considered inadequate. Deficiencies of this kind may render the Proposal non-responsive and may be cause for rejection of the Proposal.

A cover page is required to be affixed to the Proposal that clearly identifies Proposal title, original or copy, solicitation number, and Offerors name. Whenever practical, enclosed headings, subheadings, titles, sequence of material and a number identification system will be used.

Proposal Volumes must be organized such that a search of Government-required documents is not necessary to locate required information. Information not in its appropriate section or not appropriately referenced will be assumed to have been omitted. At the beginning of the Proposal, a table is required that designates which section of the Proposal contains information to satisfy each factor and subfactor used in the evaluation process. These factors and subfactors are identified in Section M. More than one reference can be made to each section of the Proposal, if necessary.

The Offeror may use oversize pages (including "foldouts") where appropriate to contain complex or extensive graphic presentations. Oversize pages will be provided separately from the body of the text (e.g., bound in a section in back of the body text or folded to fit within the binding when closed). The Government will count oversize pages as the equivalent number of 8-1/2 by 11 inch pages in determining compliance with page count requirements (e.g., a 17-by-11 sheet printed on both sides will be counted as four pages).

The Offeror need not repeat information that is required in response to two or more proposal requirements, but should present such information once in the section where it contributes most to

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a discussion of the requirement. Other sections, requiring the same information, must be referenced so as to identify the section and page number where the information can be found.

L.14.0 PREPARATION INSTRUCTIONS FOR RFO/SIR RESPONSE

The Offeror must submit the following:

- Volume I: Technical Proposal
- Volume II: Management Proposal
- Volume III: Cost Proposal/Contract Documentation

Each Volume must be contained in a separate binder. A cover page must be affixed to each Volume that clearly identifies the Volume title, Volume number, original or copy, solicitation number, and Offerors name.

A tabbed divider must separate each major section of each Proposal Volume. A Table of Contents and Cross Reference of RFO/SIR paragraphs to Volume paragraphs must appear at the beginning of each Volume. The tabbed dividers, Table of Contents, and Cross Reference do not count against the page limitation for individual volumes.

All information for Volume I must be provided on not more than 100 single-sided sheets or 50 double-sided sheets of 8.5 x 11 inch paper, exclusive of the Title page, Table of Contents, and Cross Reference Matrix. The Government will not consider pages over the limit in the evaluation.

All information for Volume II must be provided on not more than 50 single-sided sheets or 25 double-sided sheets of 8.5 x 11 inch paper, exclusive of the Title page, Table of Contents, Cross Reference Matrix, GFP/GFI List, Staffing Plan tables, and Resumes. The Government will not consider pages over the limit in the evaluation.

All information for Volume III must be provided in accordance with Section L.14.3.

L.14.1 Volume I – Technical Proposal

In this volume of the Proposal, the Offeror must provide a description of its proposed technical approach to the requirements identified in the Statement of Work (SOW) of this RFO/SIR.

The Offeror must demonstrate successful outcome on similar programs and relates this successful outcome to the proposed sustainment engineering process.. The Offeror must describe the risks associated with each factor and subfactor and risk mitigation strategies.

The factors and subfactors below must be addressed in the Offerors Technical Proposal:

- TMA System Knowledge
- System Architecture Approach
 - System Evolution Approach
 - System Re-Architecture
 - Functional Architecture
 - Physical Architecture
- Approach to Sustainment
 - Sustainment Engineering
 - Problem Processes and Procedures
- Approach to Design, Development and Implementation of the TBFM System
 - System Engineering Approach
 - System Engineering Process
 - Development Environment
 - Implementation Approach

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- Transition Period Approach
- System and Software Engineering Capability
- Technical Approach to Life Cycle Cost Effectiveness

L.14.1.1 Volume I: TMA System Knowledge

The Offeror must demonstrate its depth of technical and operational knowledge of the existing system. The Offeror must demonstrate an understanding of: 1) system functionality and capability within the NAS; 2) system infrastructure and integration within the NAS; 3) system users, participating organizations and stakeholders, 4) system challenges and shortfalls; 5) and system site adaptation.

L.14.1.2 Volume I: System Architecture Approach

The Offeror must propose a System Architecture approach that conforms to all requirements specified in the contractual requirements. The approach must describe the system evolution, re-architecture, functional architecture, physical architecture, and related experience.

L.14.1.2.1 Volume I: System Evolution Approach

The Offeror must submit a draft Evolution Plan with its proposal IAW paragraph C.4.5 of the SOW. The draft Evolution Plan must document at a high level the strategy for evolving the current system to the proposed system re-architecture requested in section L.14.1.2.2. At a minimum the draft Evolution Plan must provide the following information:

1. Description of the evolution process including the period and methodology of parallel operation
2. Description of the phases of the new system(s) installation and the methods of evolution of the various phases of TBFM
3. Provision for continuity of all current processing, communications facilities and systems
4. Identification of risks associated with the evolution and risk mitigation strategies
5. Draft schedule of the evolution process

Contractor format is acceptable. The draft Evolution Plan must be provided on not more than 10 single-sided sheets or 5 double-sided sheets of 8.5 x 11 inch paper, exclusive of the Title page and Table of Contents and List of Acronyms and will not count against the page limitation for Volume I.

L.14.1.2.2 Volume I: System Re-Architecture

The Offeror must propose a system re-architecture to include porting to a new hardware platform and operating system, and implementing a client-based architecture for information sharing. The proposed system architecture must conform and provide a mapping to the requirements specified in the TBFM System Specification Document (SSD).

The Offeror must include lessons learned from similar programs, point of contact information and contract number.

L.14.1.2.3 Volume I: Functional Architecture

The Offeror must propose a functional architecture to include a top-down decomposition of the functional requirements. The Offeror must describe each subsystem/component, its operation and behavioral characteristics, and relationship to other architecture elements. The Offeror must identify traceability back to the top-level system requirements specified in the contractual requirements.

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L.14.1.2.4 Volume I: Physical Architecture

The Offeror must propose a physical architecture to include the hardware components that map to the functional requirements and that are capable of performing the required functions within the limits of the performance requirements.

L.14.1.3 Volume I: Approach to Sustainment

The Offeror must describe its proposed approach for sustaining the existing system to include maintaining current software, adaptation, documentation and addressing newly identified problems while ensuring uninterrupted operations.

L.14.1.3.1 Volume I: Sustainment Engineering

The Offeror must describe its proposed engineering processes and procedures for sustaining the system throughout the lifecycle of the program. The Offeror must demonstrate prior experience with maintaining, developing and upgrading software based on programming languages such as C and C++.

L.14.1.3.2 Volume I: Problem Processes and Procedures

The Offeror must describe its processes and procedures for detecting, tracking and correcting problems in a timely manner.

L.14.1.4 Volume I: Approach to Design, Develop, and Implementation of the TBFM System**L.14.1.4.1 Volume I: System Engineering Approach**

The Offeror must describe its overall system engineering approach to design, develop, test, implement, train, maintain, sustain and evolve the TBFM system. The Offeror must identify the engineering process, development environment, test approach, and implementation approach.

L.14.1.4.2 Volume I: System Engineering Process

The Offeror must describe its overall engineering process and the features that make the process effective. The Offeror must describe how team members will use the process and cite examples of success using the process with projects of similar size, scope and complexity.

The Offeror must provide an overview of its System Engineering Management Plan (SEMP) with its proposal IAW paragraph C.4.1 of the SOW. At a minimum the overview must provide the following information:

1. High level description of the proposed system engineering life cycle activities for TBFM IAW section 10.2.1.4 of the SEMP DID.
2. Draft schedule and key milestones for the proposed system engineering life cycle IAW section 10.2.1.5 of the SEMP DID
3. High level description of processes and procedures for measuring and improving the engineering processes IAW section 10.2.3.5 of the SEMP DID.
4. Description of any innovation in the proposed system engineer life cycle approach that minimizes engineering risk or delivers early operational benefits.
5. High level description of how commercial hardware, software, and firmware products, including COTS, Non-Development Items (NDIs) and Government Furnished Equipment (GFE) that are used in the TBFM system during development and deployment will be managed IAW section 10.2.4.1 of the SEMP DID.

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Contractor format is acceptable. The overview of the SEMP must be provided on not more than 10 single-sided sheets or 5 double-sided sheets of 8.5 x 11 inch paper and will not count against the page limitation for Volume I.

The Offeror must provide an overview of its Software Development Plan (SDP)s with its proposal IAW paragraph C.5.11.2.1 of the SOW. At a minimum the overview must provide the following information:

1. High level description of the proposed software development process IAW section 10.5 of the SDP DID. Adaptation development should be described IAW section 10.5.15 of the SDP DID.
2. High level description of the proposed software development methods and procedures IAW section 10.7 of the SDP DID.
3. High level description of the proposed approach to software builds IAW section 10.6 of the SDP DID.
4. Draft schedule and milestones for the proposed software development process
5. Description of any innovation in the proposed software development approach that minimizes development risk or delivers early operational benefits.

Contractor format is acceptable. The overview of the SDP must be provided on not more than 10 single-sided sheets or 5 double-sided sheets of 8.5 x 11 inch paper, exclusive of the Title page, Table of Contents, and List of Acronyms and will not count against the page limitation for Volume I.

L.14.1.4.3 Volume I: Development Environment

The Offeror must describe the development environment and illustrate how it will provide the services necessary to develop and maintain the TBFM software. The Offeror must discuss the functions provided by the development environment, as well as the level of automation provided for each of the functions. The Offeror must provide a description of the tools chosen to support software development.

L.14.1.4.4 Volume I: Implementation Approach

The Offeror must describe its approach for implementing the TBFM system and transitioning it into operational use at the sites specified in Section F.

L.14.1.5 Volume I: Transition Period Approach

The Offeror must submit a draft Transition Plan with its proposal IAW with paragraph C11.1 of the SOW. The draft Transition Plan must describe at a high level the provision for a smooth continuity of all contractual, operational and associated activities. At a minimum the draft Transition Plan must provide the following information:

1. Description of the transition period approach
2. Provisions for a smooth transition from the previous vendor
3. Preparations, facilities, and personnel required for the Contractor to assume responsibility for the conduct of all services provided.
4. Identification of risks associated with the transition and risk mitigation strategies.
5. Draft schedule of the transition period

Contractor format is acceptable. The draft Transition Plan must be provided on not more than 10 single-sided sheets or 5 double-sided sheets of 8.5 x 11 inch paper, exclusive of the Title page

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and Table of Contents, and List of Acronyms and will not count against the page limitation for Volume I.

L.14.1.6 Volume I: System and Software Engineering Capability

The Offeror must describe its ability to meet any International Standards Organization (ISO) 9000 standard(s) and Capability Maturity Model/Integrated Capability Maturity Model (CMMI/iCMM) standard(s) for System Engineering and/or Software Engineering. The Offeror must clearly state for itself as prime contractor and for each member of its Team what level of ISO/CMMI/iCMM is met.

L.14.1.7 Volume I: Approach to Life Cycle Cost Effectiveness

The Offeror must describe the features of its design and approach that address this objective. The description must address cost effectiveness across the full system life cycle including, at a minimum, design and development, operations and maintenance, major system enhancements or hardware upgrades, and training. Offeror must quantify assertions to the highest degree possible, but avoid specific pricing data.

If COTS or NDI software is part of Offerors proposed design, describe the life cycle cost implications and the advantages and disadvantages from a life cycle cost perspective.

L.14.2 Volume II – Management Proposal

In this volume of the Proposal, the Offeror must provide a description of its proposed management approach to the requirements identified in the SOW of this RFO/SIR.

The factors and subfactors below must be addressed in the Offerors Management Proposal:

- Management Organization
 - Organizational Structure
 - Staffing Plan
 - Obtaining and Retaining Qualified Personnel
- Program Management Approach
 - Management Process
 - Earned Value Management
 - Risk Management
- Personnel
 - Key Personnel
 - Staff Expertise
- Quantitative Performance Measurement Approach
 - Performance Measurement
 - Metrics
- Past Performance

L.14.2.1 Volume II: Management Organization

This section of the Management Proposal must describe the Offerors Management Organization. The Offeror must describe the organizational structure, proposed staffing plan, and approach to staff retention.

L.14.2.1.1 Volume II: Organizational Structure

The Offeror must describe its proposed TBFM program organization and how the organization facilitates program execution. The description must contain a graphical representation of the organizational structure that identifies all proposed key personnel and provides the company affiliation of each person on the chart. The Offeror must describe the lines of communication and issue-escalation procedures internally within the organization and externally with the Government.

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and other program stakeholders. The Offeror must discuss the responsibility and decision making authority of the Program Manager and other key managers/leaders in the organization.

The Offeror must describe the roles of subcontractors in the program organization. The Offeror must describe the approach for planning and allocating work to subcontractors; overseeing subcontractor activities and addressing performance issues; integrating subcontractor personnel into the proposed management and technical approaches; and sharing information among all organizational elements, including subcontractors.

The Offeror must indicate where in the Prime Contractor's Corporate organization the contract will be administered and how corporate management will oversee the effort. The Offeror must describe where the program resides within the overall corporate structure of each major subcontractor.

L.14.2.1.2 Volume II: Staffing Plan

The Offeror must present its proposed staffing plan using the Staffing Plan table format provided in Section J. The Offerors proposed staffing plan must reflect and fully support the Contract Line Item Number (CLIN)/subCLIN structure provided in Section B. Job categories are to be specified by the Offeror and must align with the job categories defined in the Offerors Cost/Contract Documentation Volume. Values in the cells must represent Full Time Equivalent (FTE) staff. No pricing data must be included in the table. Completed tables do not count against the page limitation.

The Offeror must supplement the Staffing Plan tables with narrative that describes the overall workforce experience and expertise, how this may change over the program life, techniques used to support staffing plan evolution, and sources for qualified personnel including in-house availability versus hiring. The Offeror must describe how the staffing plan aligns with or supports the proposed technical approach. The Offeror must describe the approach for initial program ramp-up, including schedule, potential risks and mitigation strategies. Identify elements of the proposed staffing plan that facilitate smooth program execution and reduce program risks.

L.14.2.1.3 Volume II: Obtaining and Retaining Qualified Personnel

The Offeror must describe its approach for obtaining and retaining qualified personnel. The Offeror must outline hiring plans for recruiting and allocating qualified personnel. The Offeror must address how proposed hiring plans will support staff ramp-up planning and execution. If appropriate, provide examples of the proposed approach and the effect on retention rates.

The Offeror must provide information on any team and/or employee incentives planned for achieving TBFM program objectives. If appropriate, provide examples of how such incentives have been effective in the past.

L.14.2.2 Volume II: Program Management Approach

This section of the Management Proposal must describe the Offerors approach to managing the TBFM program. It must describe the Offerors approach to overall program management, risk management, and earned value management.

L.14.2.2.1 Volume II: Management Process

The Offeror must describe the management processes and tools proposed to plan, execute, monitor, and control all work performed on this contract. The description must address:

1. Methodology to estimate resources necessary to execute program requirements

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2. Methods and procedures to be employed for financial management including accounting, cost management, cost estimation, and budget development
3. Tools, techniques, and procedures to implement and control the schedule as the program progresses
4. Quality control mechanisms
5. Handling quick response efforts and priorities

The Offeror must describe how these processes and tools will be integrated and managed across the team, including subcontractors.

The Offeror must provide a Contractor Work Breakdown Structure (CWBS) that aligns with the current FAA WBS, available on the FAA FAST website, and delineates the work to be accomplished. The level of detail must be sufficient to provide the Government insight into the Offerors management approach and its understanding of the TBFM program. The CWBS will not count against the page limitation for Volume II.

L.14.2.2.2 Volume II: Earned Value Management

The Offerors EVM system must be in compliance with EIA-748. The Offeror must describe its proposed Earned Value Management (EVM) process and tools, including the level of CWBS tracking and reporting, control mechanisms, accounting for changes in the baseline activities or estimates, and methodology for assigning earned value (e.g., 50-50, weighted milestones, etc), determining estimates to completion. The Offeror must describe process and tools utilized to identify, analyze, report and mitigate variances. Justification for the chosen CWBS level must be provided. The Offeror must describe how the proposed process and tools are applied to subcontractors.

L.14.2.2.3 Volume II: Risk Management

The Offeror must describe its proposed risk management and mitigation process. Offeror must identify how the process will be integrated with technical and management processes employed to execute the program. Offeror must provide an initial TBFM program level risk list along with corresponding proposed mitigation strategies.

L.14.2.3 Volume II: Personnel

This section of the Management Proposal must present the qualifications of the Offerors key personnel and staff resources beyond key personnel.

L.14.2.3.1 Volume II: Key Personnel

The Offeror must submit resumes for all key personnel listed in Section J. The Offeror may propose additional key personnel. Each key personnel resume is limited to two pages; however, the total of pages for resumes does not count against the page limitation. Resumes must specify the person's time commitment to the TBFM Program (as a percentage of full-time) and reflect specific experience and background relative to the position, TBFM program requirements, the proposed design, and the Offerors proposed development and management approaches.

L.14.2.3.2 Volume II: Staff Expertise

The Offeror must describe and quantify its on-staff pool of personnel resources, including subcontractor staff, qualified to perform on the TBFM Program. The Offeror must identify by name, labor category and qualifications of staff beyond key personnel who have the requisite expertise and experience and will be assigned to the TBFM Program.

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L.14.2.4 Volume II: Quantitative Performance Measurement Approach

This section of the Management Proposal must contain a description of the Offerors approach to quantitative performance measurement. It must describe the overall performance measurement approach and provide details of metrics to be collected for the TBFM program from system development through all program life cycle phases. Offerors are encouraged to propose innovative methods and metrics that extend the measurement system to address identification, measurement, and tracking of TBFM operational benefits, cost of ownership, Return on Investment (ROI), and other data that supports investment analysis activities defined in Chapter 2 of the AMS, which can be found at the FAA's Acquisition System Toolsets (FAST) website at <http://fast.faa.gov>.

L.14.2.4.1 Volume II: Performance Measurement Approach

The Offeror must describe the performance measurement approach they will use to measure, track, and report performance information in all phases of the program life cycle. The Offeror must describe its plan for establishing and maintaining measurement baselines. The Offeror must describe how the measurement data will be used to improve program execution and its approach for continuously refining the data to be collected. The Offeror must describe the techniques, tools, and methods to be used for performance measurement. The Offeror must also describe how the measurement system will facilitate Government insight into program progress and status.

L.14.2.4.2 Volume II: Metrics

The Offeror must identify an initial set of performance indicators/metrics for the TBFM program. Include progress (plan vs actual), process (organization, tools, techniques, and procedures), and product (quality factors, users satisfaction, operational benefits, cost of ownership) indicators/metrics as well as others the Offeror believes add value or reduce risk.

L.14.2.5 Volume II: GFP/GFI List

This section of the Management Proposal must contain a list of GFP or GFI items, additional to those already identified in Section J, which the Offeror needs to perform the work identified in the SOW. This list will not be evaluated, and will not count against the page limitation

L.14.2.6 Volume II: Past Performance

The Offeror must submit a written listing of all contracts between 2005 and present, either completed or on-going, that demonstrate the Offerors, subcontractors and consultants degree of association on NAS software development programs similar in scope, size and complexity to this effort. The Offeror must submit subcontractor information for efforts which they were the Prime. The Offeror must explain how the experience on these projects is relevant to the work in this RFO/SIR. The listing will not count against the page limitation for Volume II.

The listing must be in reverse chronological order from present to 2005 and include at a minimum the following information for each contract cited:

1. All information identified in Table L-1
2. A brief description of each contract to include system, product or services and the scope/size of the contract in terms of personnel, geographic location(s), technical complexity, management complexity, etc
3. A description of cost control initiatives as applicable

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4. Past cost and schedule performance to include any variances (cost and/or schedule) encountered on the contracts and subcontracts identified and address corrective actions taken to resolve those problems. Information must include the following and it must be clear in each case exactly what was delivered:
 - a. Whether deliveries were on time and if not, why
 - b. Adherence to the program milestones
 - c. Technical and schedule performance history, if applicable
5. The Offeror may describe any quality award or certifications that indicate the Offeror possesses a high quality process for developing and producing the product or service required.

Offerors are encouraged to provide additional information on their performance on the identified contracts as applicable. More specific performance information will be obtained from references and other sources, as the Government deems appropriate. For each Program or Project referenced, the following table summarizes all of the information that must be provided as well as the format required:

| | Contr act # | Contr act Type (FFP, CPFF, etc.) | Origin al Value \$\$\$ | Final Valu e \$\$\$ | Total Labo r Hour s | POP MM/DD/ YY- MM/DD/ YY | Client Name & Addre ss | Clie nt CO Emai l & Phon e | Clie nt COT R Emai l & Phon e | Client Techni cal Lead Email & Phone |
|----------------|------------------------|---|---|------------------------------------|--|---|---|---|--|---|
| Contra ct 1 | | | | | | | | | | |
| Contra ct 2 | | | | | | | | | | |

Table L-1

Offerors should send the private sector references provide in Table L-1 a Client Authorization Letter to the following effect authorizing the reference to provide past performance information to the government.

Dear "Client":

We are currently responding to the Federal Aviation Administration's SIR

No. _____ for the procurement of _____.

The FAA is placing increased emphasis in its procurements on past performance as an evaluation factor. The FAA is requiring that clients of entities responding to its SIRs be identified and their participation in the evaluation process be requested. In the event you are contacted for information on work we have performed, you are hereby authorized to respond to those inquiries.

We have identified Mr./Ms. _____ of your organization as the point of contact based on his/her knowledge concerning our work. Your cooperation is appreciated. Any questions may be directed to _____.

Sincerely,

In a separate Appendix to Volume II, Offerors must provide a list of the following:

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1. All contracts, to include information on subcontractors and consultants, (including delivery/task orders) under which a cure letter or show cause letter was issued within the past ten years. The basis for the cure letter or show cause must also be provided.
2. All contracts (including delivery/task orders) to include information on subcontractors and consultants, that were terminated for default within the past ten years. The basis for the termination of default must also be provided.
3. As applicable, a list of all incentivized contracts and a summary of performance for the past ten years, to include actual incentives achieved against contractually available.

This Appendix is not page-limited and will not count against the page limitation for Volume II. Where there are no contracts to report, the Offeror must so indicate.

L.14.3 Volume III – Cost Proposal

In this volume of the Proposal, the Offeror must provide a detailed cost estimate to accomplish the tasking described in the SOW of this RFO/SIR. The cost estimate must be priced by CLIN for the full extent of the period of performance, i.e. the base period plus option years.

The Offeror must describe all cost proposal data elements, e.g. labor categories, number of hours per labor category, Other Direct Costs (ODCs) (consisting of travel, equipment, materials, etc.).

The Offeror must list all assumptions used as the basis for the Cost Proposal and must provide substantiated documentation/clarification for factual information presented in the Cost Proposal.

Volume III must consist of the Offerors Cost Proposal/Contract Documentation, including cost data and other required documentation.

L.14.3.1 Volume III: General

The Government will consider the proposed cost and fee, and assess the reasonableness and realism of the Offer. The Offeror must submit cost information as a part of the Offerors complete Volume III in a separate, plainly marked, "Cost Proposal/Contract Documentation and Other Information Volume." The Offeror must not include cost data in Volumes I and II. These instructions are applicable to the prime Contractor and all subcontractors. Attention must be paid to ensure that the cost is not significantly overstated nor significantly understated relative to what the Offeror can rationally be expected to incur during contract performance.

All subcontracts \$500,000 or greater, are required to contain the same cost substantiation, rationale, and supporting data required of the prime Contractor.

L.14.3.2 Volume III: Pricing Information

The Offeror must submit a proposal for the services and products identified in Section B by completing and returning Section B. For pricing purposes, the Government anticipates contract award NLT January 2010.

L.14.3.3 Volume III: Specific Instructions

The Offeror must format Volume III of its Proposal as described below.

- Part 1** Cost and Other Data
- Part 2** Financial Condition and Capability
- Part 3** Contract Documentation
- Part 4** Organizational Conflict of Interest (if required)

L.14.3.3.1 Volume III: Part 1 - Cost and Other Data

The Offeror must provide documentation in the following format:

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Tab 1. Accounting System: Indicate whether you have Government approval of your accounting system for cost-type contracts, and if so, provide evidence of such approval. Also, identify any deviations from your standard procedures in preparing this Offer.

Tab 2. Estimating System: Provide a summary description of your standard estimating system or methods. The summary description must cover separately each major cost element (e.g., Direct Material, Engineering Labor, Indirect Costs, Overhead, G&A, etc.). Identify any deviations from your standard procedures in preparing this Offer. Indicate whether you have Government approval of your estimating system and if so, provide evidence of such approval.

Tab 3. Probable Subcontractors: Submit a listing of proposed subcontractors and inter-divisional transfers showing i) the supplier, ii) description of effort, iii) type of contract, iv) cost and hours proposed by each, and v) cost and hours included in the prime's Offer to the Government. Contractor format is acceptable.

Tab 4. Schedule of Rates: Submit a schedule showing proposed direct and indirect rates. Include (but separately identify) subcontractors and inter-divisional transfers. Discuss whether the labor and indirect rates to be used are Government approved bidding rates. If not, indicate the basis on which the rates were established.

Tab 5. Audit Agency Point of Contact: The Offeror must list the name, address, and telephone number of the Defense Contract Audit Agency (DCAA) supervisory auditor or resident auditor who would oversee any audit examination of the cost proposal.

L.14.3.3.1.1 Volume III: Part 1 - Required Cost Exhibits

The cost exhibits described below are required from the Offeror. Section J has formats for Cost Exhibits A, B, C, D, E, F and G. Offerors may submit their cost exhibits directly to the CO at the address given in L.6.0.

Exhibit A - Summary by Element of Cost by Fiscal Year (FY)

This exhibit is a cost breakdown by CLIN, element of cost and FY. The Offeror should propose elements of cost that conform to its own estimating and accounting systems.

Exhibit B - Summary by Element of Cost by Month, FY and FAA WBS Element

This exhibit is a cost breakdown by subCLIN, element of cost, month, FY and WBS element. The Offeror should propose elements of cost that conform to its own estimating and accounting systems.

Exhibit C - Direct Labor Hours, Rates, and Costs by Month and FY

In this exhibit, the Offeror must list by subCLIN, the direct labor hours, rates, and costs labor category, month and FY. The direct labor rates and costs listed on this exhibit must exclude indirect costs and fee.

Exhibit D - Direct Labor Hours, Rates, and Costs by Month and FY for CLIN 0004 Engineering Services

In this exhibit, the Offeror must list for CLIN 0004, the direct labor hours, rates, and costs labor category, month and FY. The direct labor rates and costs listed on this exhibit must exclude fee.

Exhibit E - Direct Materials

This exhibit is a bill of materials, by subCLIN, that covers proposed direct materials, excluding subcontracts

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Exhibit F - Travel Costs

The Offeror must provide, by subCLIN, an estimate of long distance and local travel by FY. The estimate is to include for each trip - destination, purpose, number of travelers, and total cost.

Exhibit G - Other Direct Costs

The Offeror must identify, by subCLIN, the other direct costs and, where applicable, list unit prices, quantities, and extended amounts.

L.14.3.3.2 Volume III: Part 2 - Financial Condition and Capability

The Offeror must state what percentage of its estimated total business this effort will entail during the period of performance. The Offeror must provide its financial statements covering the past year of business operation. The Offeror must indicate current Dun and Bradstreet rating or equivalent.

L.14.3.3.3 Volume III: Part 3 - Contract Documentation**L.14.3.3.3.1 Volume III: Part 3 - Model Contract & Representations and Certifications**

The Proposal must include a signed copy of the RFO/SIR, and Sections A through K.

L.14.3.3.3.2 Volume III: Part 3 - AMS Standard Form 33 – Section A, "SOLICITATION, OFFER AND AWARD"

The Offeror must complete blocks 13 through 18. The representative who signs this form must be authorized to contractually bind the company providing the Proposal. In the block with its name and address, the Offeror should supply the Contractor Establishment Code (CEC) applicable to that name and address, if known to the Offeror. The number should be preceded by "CEC". Offerors must take care to report the correct CEC and not a similar number assigned to the Offeror in a different system. The CEC is a 9-digit code assigned to a contractor establishment for those contracts with a Federal executive agency. The CEC system is a contractor identification coding system, which is currently the Dunn, and Bradstreet Data Universal Numbering System (DUNS). The CEC system is distinct from the Federal Taxpayer Identification Number (TIN) system.

The Offeror must include a period for acceptance for at least **180** calendar days from delivery date of the Proposal.

L.14.3.3.3.3 Volume III: Part 3 - Section B – Supplies or Services and Costs/Prices

The Offeror must complete the pricing information in Section B of this RFO/SIR.

L.14.3.3.3.4 Volume III: Part 3 - Section K - Representations, Certifications, and Other Statements of Offerors

The Offeror must complete all representations, certifications, acknowledgements, and other statements included in Section K of the RFO/SIR. The Offeror must also provide this information for all proposed subcontractors.

L.14.3.3.3.5 Volume III: Part 3 - Deviations to Terms and Conditions

Deviations taken to terms and conditions of the RFO/SIR to any of its formal attachments, or to other parts of the RFO/SIR, must be identified. Each deviation must be specifically related to each paragraph and/or specific part of the RFO/SIR to which the deviation is taken. The Offeror must provide rationale in support of the deviation and fully explain its impact, if any, on the performance, schedule, cost/price, and specific requirements of the RFO/SIR. This information must be provided in the format and content of the Table provided in this paragraph. Failure to comply with the terms and conditions of the RFO/SIR may result in the Offeror being removed from consideration for

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award. The Offeror is requested to add as appropriate, at the end of each deviation, a statement substantially as follows: "This Proposal (is) (is not) contingent upon acceptance of the deviation."

RFO/SIR DEVIATIONS TABLE

| RFO/SIR Document | Paragraph/Page | Requirement/Portion | Rationale |
|-------------------------------------|---------------------------------------|---|---|
| SOW, RFO/SIR, Section L, etc. | Applicable page and paragraph numbers | Identify the requirement or portion to which deviation is taken | Justify why the requirement will not be met |

L.14.3.3.4 Volume III: Part 4 - Organizational Conflict of Interest (if required)

It is possible that a given Offeror may have a conflict of interest with respect to participation in this acquisition. Potential conflicts may exist, or be perceived to exist, where Offerors have ongoing business relationships with current Government Contractors. Therefore, Offerors are required to disclose all potential conflicts in accordance with FAA AMS 3.1.7.4 Organizational Conflict of Interest – SIR Provision (Feb 2009) Section L.3.1. As appropriate and applicable, Offerors must submit a mitigation plan for all potential conflicts identified. Should no conflicts be identified, Offerors must indicate "none" in this part of the proposal.